LEADERSHIP FOR RESULTS
UNDP's response to HIV/AIDS

UNDP

LEADERSHIP DEVELOPMENT PROGRAMME IMPLEMENTATION GUIDE

The Answer Lies Within

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Foreword

This document on transformational leadership development is one of several products the HIV/AIDS Group in the United Nations Development Programme (UNDP) has produced in early 2005.

The Leadership Development Programme aims to develop thousands of leaders around the world, and allow them to explore their own potential as well as the transformation of their organizations, institutions and societies. The programme provides sustainable solutions to the most pressing development challenges. It is based on the current best theories and practices for developing leadership, calling forth the capacity to initiate and maintain profound change.

To date, Leadership Development Programmes have been launched and carried out successfully in more than 30 countries, generating over 700 initiatives. They have created such resonance that UNDP now has to meet increasing interest and demand. This implementation guide facilitates the process of taking the programme worldwide with the aim of strengthening the capacities of individuals, institutions, governments, civil society organizations (CSOs), development agencies and communities to generate an effective response to HIV/AIDS and other development challenges.

The implementation guide is a tool that contains useful information for HIV/AIDS Group members, coaches, UNDP Country Offices and interested partners who will be rolling out Leadership Development Programmes.

I acknowledge UNDP colleagues – Resident Representatives, Deputy Resident Representatives and Programme Officers – and government partners in all countries where this programme has been implemented for their untiring efforts to foster partnerships, and create platforms for action and results through the Leadership Development Programme. These countries include Argentina, Barbados, Botswana, Cambodia, Cape Verde, China, Cuba, Dominican Republic, Ecuador, Eritrea, El Salvador, Ethiopia, Gambia, Ghana, Guyana, Haiti, Honduras, India, Jamaica, Lesotho, Malaysia, Nigeria, Nepal, Panama, Papua New Guinea, Russia, Senegal, South Africa, St. Kitts and Nevis, Sudan, Suriname, Swaziland, Togo, Trinidad and Tobago, and Ukraine.

I thank the world-class leadership consultants. These 15 extraordinary experts have demonstrated commitment and professionalism throughout the time they have worked with UNDP. I would like to particularly thank Allan Henderson, Joseph Friedman and Linda Gioja for their excellent contribution to this implementation guide.

My special thanks and congratulations to the members of the HIV/AIDS Group, our team at headquarters and in the field, who have decided to dedicate their expertise and invest their time to take up the unaddressed challenges relating to institutional inertia and the underlying causes that fuel the HIV/AIDS epidemic.

I express my profound gratitude to my colleagues Moustapha Gueye and Serra Reid for believing in this work, and for their courage to engage in this process with great professionalism, and Caty Fall Sarr for her commitment and for investing her energies to see results happen on the ground.

Moustapha, Caty and I produced this guide. The section on Arts and Media was prepared by Gulan Kripalani and the one on Development Planning and Implementation by Joseph Annan. Many thanks to all for the great work!

Monica Sharma

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1. Introduction

Leadership can be defined as the capacity to inspire others to action. Leadership, defined not as a noun but as a verb, is speaking and listening in a way that enables individuals participating in the conversation to act to create future life conditions that were not predictable at the start of the conversation. Leadership in this sense is critical for the development of individuals, organizations and societies.

UNDP's Leadership Development Programme is transformational, and contrasts with the prevailing notion that leadership is associated with high-profile public figures who make public speeches and attend high-level meetings. Instead of focusing on improving managerial capacities and styles, the programme includes theories and practices of distinction, leadership conversations for effectiveness in businesses and government, emotional intelligence competencies, and cognitive maps for understanding complexities and organizational development. Based on taking a stand and a commitment to producing results, it allows true leaders to take risks and overcome obstacles. It also empowers and strengthens the capacity to seek innovative responses and take effective actions.

The end result of transformational leadership is empowering others to take more initiative in their work, inspiring them to be more committed and building their self-confidence.

The international community has acknowledged that HIV/AIDS is the biggest development challenge human beings are currently facing and will most likely continue to face in the coming decades. The June 2001 United Nations General Assembly Special Session (UNGASS) Declaration of Commitment stressed: *"Strong leadership at all levels of society is essential for an effective response to the epidemic. Leadership involves personal commitment and concrete action."*

> The new leadership challenge is to perceive and actualize emerging opportunities. Real power or influence comes from the ability to recognize and adaptively respond to the patterns of change. The task of a leader is to recognize these emerging patterns and position herself/himself, personally and organizationally, as part of a larger generative force that will reshape the current landscape in order to achieve the sustainable results desired. The challenge for leaders is to develop 'knowledge for action'.
>
> **Chris Argyris**

A key principle central to this perspective is that leadership resides in every one – and therefore can be nourished and developed. Leadership in this new sense is not necessarily associated with rank and position, but is intrinsically associated with qualities such as spirit or energy, patience, perseverance, vision and innovation. It may be defined as shaping 'life-enhancing' conditions (Fritjof Capra), and is both deeply personal and inherently collective (Peter Senge). Transformational leadership as conceived and presented in the Leadership Development Programme (LDP) insists on crafting complex responses to complex challenges like HIV/AIDS. It involves individuals tapping into their sources of inspiration, and it involves collectives actualizing emerging futures. The work of great leaders in the 21st century is to enable these new social spaces to emerge.

Leadership can be further defined as the capacity to inspire others to action. Leadership in this sense is critical for the development of individuals, organizations and societies. Transformational leadership is a way of leading in which the leader is a learner, servant and teacher. S/he is a trail-blazer and mapmaker. S/he is concerned not only with improving conditions within existing frameworks and mindsets, but also with going one step further to design and lead processes that shift the frameworks and mindsets themselves.

Since 2002, working with leading practitioners, UNDP has initiated the Leadership Development Programme in over 30 countries–Argentina, Barbados, Botswana, Cambodia, Cape Verde, China, Cuba, Dominican Republic, Ecuador, Eritrea, El Salvador, Ethiopia, Gambia, Ghana, Guyana, Haiti, Honduras, India, Jamaica, Lesotho, Malaysia, Nigeria, Nepal, Panama, Papua New Guinea, Russia, Senegal, South Africa, St. Kitts and Nevis, Sudan, Suriname, Swaziland, Togo, Trinidad and Tobago, and Ukraine. The programme, which focuses on achieving results, brings together leaders from government, civil society, and the business sector to generate individual and collective commitment and breakthrough actions that respond to the epidemic, address its underlying causes and empower others to act.

Ultimately, the programme aims to develop thousands of leaders around the planet who are able to discover their personal transformation, as well as the transformation of their organizations, institutions and societies. These are leaders who are able to provide durable solutions to the world's most pressing challenges, including HIV/AIDS.

UNDP's Leadership for Development Programme is part of the LDP strategy, composed of four mutually reinforcing programmes[1] with specific goals that progressively build leadership and institutional capacity over a three-year period.

Leadership for Results: A Set of Synergistic Initiatives
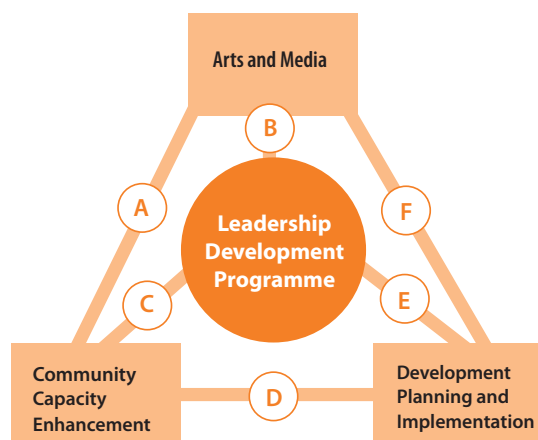
A.
- ❏ CCE reaches finite numbers directly
- ❏ Media can reach millions
- ❏ Stories of community decisions and actions reflected in all media inspire change nationwide

B.
- ❏ LDP reaches finite numbers directly
- ❏ Media can reach millions
- ❏ Media leaders participate in LDP
- ❏ Stories of LDP regional projects and leaders reflected in all media inspire change nationwide

C.
- ❏ CCE National Expert Team participate in LDP to enhance each initiative

D – F.
- ❏ Integrate community conversations and voices in national and subnational strategic plans
- ❏ National and subnational planners participate in LDP
- ❏ Media reflect societal concerns that are integrated into national and subnational plans

[1] 1. The Leadership Development Programme, which develops individual and organizational capacities to take action and achieve results; 2. Development Planning and Implementation, which focuses on inclusive and empowering planning and implementation at national and local levels; 3. Community Capacity Enhancement, which addresses underlying socio-cultural causes and adds people's voices to policy; 4. Arts and Media, that transforms the discourse around HIV/AIDS and generates new icons for social change.

2. Conceptual Foundation

The Leadership Development Programme is based on the understanding that the level of learning necessary to develop transformational leaders goes beyond sharing theories, learning techniques or gathering information. Transformational leadership development is a process that actually works at a level deep enough to shift who people are, not just what they know.

The programme is for individuals who are ready and willing to expand their view of what is possible for themselves, their organization and their society. It is for individuals, no matter how well trained or credentialed, who are willing to be learners and engage in a process of profound personal growth, and who have a deep commitment to taking effective, urgent action.

The programme builds leadership competencies using theories and practices of distinction; conversations for effectiveness, action and results; emotional intelligence competencies; and mental maps for understanding complexities and organizational development. The methodology builds on the work of Daniel Goleman and Fernando Flores among others, as well as upon the thinking of Ken Wilber, Rensis Likert and Peter Senge.

Distinctions

A distinction is a phenomenon in the domain of *languaging* that generates an opening for action and a freedom to be.

Distinguishing is not defining. It is not dividing, separating or cleaving. It is an act of bringing something forth from an undifferentiated background, creating or generating something that has a possibility of occurring.

Distinctions organize and shape perceptions. Since behaviour flows from our perceptions, generating new distinctions is a powerful force for profound change and transformation. An example of a cognitive distinction is the term 'completion'. Until the experience to which the word 'completion' refers is distinguished from a similar experience that can be labelled 'finished', the experience cannot be perceived. Another way of saying this is that a distinction allows something to 'show up as missing'. Until then, it is merely absent.

Mental Maps